

21 November 1946

MEMORANDUM

TO : Executive to the Director  
FROM : Assistant Director, ORE  
SUBJECT : Memorandum by Mr. Sherman Kent

RECOMMENDATIONS

1. ORE believes it is unnecessary, even undesirable, to set up a "board of consultants" for personnel recruitment. It is felt that results can be achieved by less obvious and less spectacular methods. All universities have key organization officers who will be glad to lend their services in an inconspicuous and probably efficient manner for our purposes, but CIG should have its direct contact with them and not deal with them through third persons.

2. It is believed that the men named in annex (b) of the memorandum, and others of similar outstanding ability and reputation, should, if cleared for confidence, be approached in due time by a representative of CIG, and it is felt that their full interest and confidential collaboration can readily be obtained. If it were found desirable to term them individually "consultants" ORE would offer no serious objection, but this would seem unnecessary to effect our purposes.

3. ORE is opposed to formal methods of publicity in personnel recruitment, such as the issue of publications.

4. It is believed that the question of "farming out to universities certain long-term research functions" may be held in abeyance. Doubtless in future something of this sort may be tried, at which time ORE is inclined to the opinion that CIG itself will be capable of deciding what institution or group of institutions may be approached.

COMMENT

Mr. Kent's memorandum of 18 November 1946, "Suggestions on the problem of improving the research and analysis operation of CIG", concerns itself, for the most part, with personnel problems. Mr.

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Kent's suggestions regarding the character and quality of personnel desirable for positions in ORE are all to the point, and are and have been, in fact, pursued by ORE in its search for qualified personnel.

Mr. Kent tends to restrict his suggestions to those research analysts in the so-called social sciences, but the general tenor of his remarks makes them equally applicable to persons sought for other key positions.

ORE is keenly conscious of the need for creating and maintaining the prestige of CIG, and to that end it is obvious that personnel of the most competent character must be selected. It is one of the contributing causes for the slowness of the process of building up the staff.

Mr. Kent suggests specifically that a general recruitment policy should be followed, and that information regarding CIG work and its personnel requirements should be circulated among experts in university circles. With this ORE is in entire agreement, and it believes that steps have been taken along such lines.

In discussing the implementation of a recruitment policy, Mr. Kent confuses several issues. For instance, the problem of assigning to universities certain long-term research functions is one which is well deserving of consideration, but although Mr. Kent mentions it in his discussion of "recruiting policy", it does not appear useful in that connection, excepting insofar as interest in CIG needs might thereby be stimulated.

It is possible that a board of professional consultants would be useful for recruitment purposes, acting individually, not as a board. The usefulness of consultants, however, in the day-to-day grind of CIG intelligence output is more problematical. A consultant, visiting Washington once a week or at less frequent intervals, will obviously not be as familiar with the details of intelligence work as the experts who are actually employed full time in CIG. The consultant's advice is useful in general policy matters, but his suggestions may all too frequently lack that practical value which is the desirable ultimate. If, on the other hand, the term "consultant" is used as a cover for the permanent employment of a highly paid expert whose services cannot be

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obtained in the usual government salary schedules, a different kind of picture is presented.

ORE does not concur with Mr. Kent's suggestion that CIG circulate a monthly news letter among university people. It believes that its ends can be attained without the use of such a device which is always liable to occasion undesirable publicity or even notoriety. ORE believes that while the organization and purpose of CIG should be known in general to the public, it is nevertheless inadvisable to adopt measures which would have the effect of continuously or periodically stirring up the public's curiosity regarding CIG and what it is doing. The less the public eye is turned upon CIG, the more favorable will be the auspices under which CIG can operate. Recruitment in circles advocated by Mr. Kent can well take the form of a personal relationship campaign carried out by an officer or officers of CIG in direct contact with the limited circles concerned.

In this relation, it is believed that Colonel Shannon will be able to do effective work, and there is also a possibility that phases of the work may be carried on by another officer of CIG who, I understand confidentially, is now being considered by one of the CIG divisions for a position which involves intimate contact with university circles.

ORE needs, and has been looking for, experienced and capable college men for key positions just as Mr. Kent has suggested.

The problem of recruitment of junior men to take positions in CIG after completing their collegiate careers is one which should be inquired into, not only in the matter of recruitment of men for ORE, but also for other offices of CIG, and as time goes on it may be hoped that a permanent plan can be adopted which will cover not only recruitment but regularity of promotions and the prospect of a full career in the work of CIG and possible alternating service in its various divisions. Such a policy would imply that men may enter in the lower brackets with a prospect of advancing on merit to the highest positions available. Unless a prospect of this kind can be offered to a candidate, it is likely that there will be difficulty in enlisting the interest of promising young men.

J. KLAHR HUDDLE  
Assistant Director  
Reports and Estimates